



Deputy General Counsel for Dispute Resolution-May 2010

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## Message From SAF/GCD

I am honored and happy to be returning to GCD as Deputy General Counsel for Dispute Resolution. The timing was good: I started in my new position in time to be able to attend the ADR Worldwide Conference at Homestead ARB with the General Counsel, Mr. Blanchard, who presented the 2009 Workplace ADR awards. This conference has grown to three days and has become a can't-miss annual event, thanks to the inspiration and perspiration of Norm Jacobson. Thank you, Norm!

It is true that the only constant in life is change; as I return, we bid farewell to Ben Kornblum, IT co-op extraordinaire (snapped up by Booz Allen Hamilton), and to Cephas Kelly, GCD's longtime ADR Program Manager, who has moved on in life to become the Resource Manager for the entire Air Force General Counsel's office. We also welcome GCD's newest attorney, Sarah Stanton, from the DoD Office of General

Counsel, where she oversaw the DoD Roster of Neutrals. Sarah is an accomplished mediator and trainer and we are lucky to have her join us (those of you who saw Sarah in action at the Worldwide know what I mean).

I am looking forward to helping to kick off the Negotiation and Appropriate Dispute Resolution Course (NADRC) at the AF JAG School next week. This flagship GCD course is now in its 11<sup>th</sup> year. For the last three years, this course has been co-sponsored by the Army which adds nicely to the depth and diversity of the student body as well as the sheer talent of the instructor corps. Ken Lechter deserves recognition for his good work in shepherding NADRC to its 11<sup>th</sup> successful year. Way to go, Ken!

Later on this month will be a time for reflection, as GCD holds an all-day strategic planning retreat. The Air Force ADR Program has come a long way since its modest beginnings in the early 1990s, thanks to Joe

McDade, who founded and grew the program into the model for the entire federal government, and Phil Deavel, who oversaw a number of significant ADR initiatives and advances during his tenure. It's now time to take stock, to think about the ways the program needs to grow to best serve our clients. As always, your suggestions are most welcome and valued by us, as we put together our strategic plan for the next five years.

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### SAF/GCD Staff

Lynda O'Sullivan  
(Deputy GC)

Norm Jacobson  
(Asst Deputy GC)

Ken Lechter  
(Acq/ Env ADR)

Sarah Stanton  
(ADR Training)

Thomas Pevehouse  
(SCEP-Workplace ADR)

Dave Schatz  
(SCEP-Acquisition ADR)

Dani Kukwa  
(SCEP-Resource Advisor)



Lynda T. O'Sullivan, SES  
Deputy General Counsel  
(Dispute Resolution)

## GCD Welcomes Sarah Stanton...



This April, SAF/GCD welcomed Ms. Sarah Stanton as an Associate General Counsel and the Chief of Conflict Management Capabilities. In collaboration with AF installation ADR program managers and collateral-duty mediators, Sarah will work with senior leaders to improve the delivery and effectiveness of ADR services. She will incorporate technology into ADR training in a new and refreshing fashion. As Air Force representative to the DoD ADR Coordinating Committee and the Inter-agency ADR Working Group Steering Committee, Sarah will contribute to cutting edge conflict management concepts. She will continue to serve as a mentor mediator for the Interagency Sharing Neutrals program and will be available to mediate high-level AF disputes. Prior to joining GCD, Sarah served as the DoD General Counsel's Roster Manager for the DoD Roster of Neutrals, training mediators and filling department-wide requests for mediators and facilitators. In her free time, she serves as a D.C. Superior Court family mediator for child custody and divorce mediations. Sarah attended The Ohio State University for her Bachelor's degree in Business Administration and her Juris Doctor, with a clinical emphasis in legislation and ADR. She won several awards as an editor for the Ohio State Journal on Dispute Resolution. Sarah is excited to be a part of the SAF/GCD team!



## ...and Bids Farewell to Cephass Kelly and Ben Kornblum

order to prepare them for a future in government employment. He explained, "I enjoyed the process of recruiting new talent, training them, and watching them

GCD recently bid farewell to two of its top performers, Cephass Kelly and Ben Kornblum.

Since Cephass Kelly began working for SAF/GCD in July 2005, he has played a major role in the recruitment of over twenty Student Career Experience Program (SCEP) interns into the ADR program staff. As the full time administrator of GCD's SCEPs, he supervised and mentored the students in

grow to become true professionals as government employees."

Also during his tenure at GCD, Cephass managed our annual budget. In the summer of 2009, Cephass was asked to serve as SAF/GC's resource manager. Cephass' herculean effort over the next three months ensured the HQs AF execute 99.9% of its available funds.

Cephass is now the Resource Manager and budg-

etary advisor for all SAF/GC divisions. SAF/GCD is grateful for his time and contributions, and we wish Cephass every success in his new position.

Ben Kornblum served as the information technologies specialist SCEP from September 2008 to May 2010. Ben was invaluable to all of the General Counsel's offices, providing creative technological ways to accomplish the mission. Ben's enthusiasm for the electronic negotiations tool that he assisted in creating, translated into a superb presentation to our AF colleagues at the 2009



USAFE EO/ADR Conference.

Ben recently received his Masters degree in Information Technology from George Washington University where he was also honored as the 2010 Co-op/SCEP of the Year. Ben has moved on to pursue new opportunities in the information technologies field, and SAF/GC wishes him the all best in his endeavors.



## SAF/GCD Presents Negotiation Training for AFLOA/JAQ

On 23-24 March 2010, SAF/GCD organized and implemented a very comprehensive ADR and Negotiation Training Course for AFLOA/JAQ. The course covered such topics as the interest-based negotiations model, ADR usage in the Air Force and other governmental departments, and featured a hands-on scenario and role-play for all attendees.

Ken Lechter and David Schatz helped coordinate the event, which included several prominent speakers

from the alternative dispute resolution field. Sharon Larkin from the Government Accountability Office gave a captivating introduction into that department's promotion of ADR policies. Judge Diana Dickinson and Judge Carol Park-Conroy, both from the Armed Services Board of Contract Appeals, shed light on how ADR is employed in that context.

Finally, Joanna Jacobs from the Department of Justice showed attendees how to mentally prepare for ne-

gotiations.

Evaluations from the course revealed that it was effective, rewarding, and informative for all attendees. A number of students report that the skills learned in the course will be relevant in both their jobs and personal lives.

GCD will continue to offer ADR negotiation training to divisions like AFLOA/JAQ and will extend its promotion of ADR techniques in future training opportunities.

## ADVANCED MEDIATION COURSE "True Colors Shining Through"

In Feb 2010, with tremendous organizational, logistical, and administrative support of the Air Force Human Resource Management School (AFHRMS), SAF/GCD conducted its five-day advanced mediation course for fifteen collateral-duty AF mediators from various bases at Maxwell AFB AL. The course's emphasis is on advanced mediation skills, techniques for working with mediation advocates, current initiatives in mediation, and various mediation models. Dr. Doris Sartor, Course Director, ensured a comprehensive and engaging learning experience. The AFHRMS Director, Col Anne Winkler, participated with the group during the True Colors personality exercise - an activity in which students categorize themselves and others into one of four True Colors. The activity is designed to help students gain insight into why people behave as they do and appreciate their unique self. After the exercise, students are better able to complement one another, whether during a mediation session itself or in any team environment. A big thanks goes out to our adjunct instructors LaVerne Aldrich (Travis AFB CA), Barb Dycus (Davis Monthan AFB AZ), and Linda Myers (Deputy Director, Army ADR Program). As most of you know, successful completion of this course is a prerequisite to one's application for Level III certification.



(AF Advanced Mediation Course Class, Feb 10)

## Konichiwa and Aloha New Mediators!

During the first week of February, the Air Force and Army ADR offices co-sponsored a basic mediation course at Camp Zama, Japan. Instructors Linda Myers (Deputy Director, Army ADR Program), Sarah Stanton (GCD's new Associate General Counsel), and Tommy Pevehouse (GCD's Assistant Program Manager for Workplace Disputes) braced themselves for the 14-hour flight to Tokyo, Japan. Brenda Braswell, Camp Zama EO director, and Kyoko Kusumura, Camp Zama EO technician, graciously hosted the course and made the adjustment to the different time zone a breeze. Air Force attendees from Misawa and Andersen ABs joined 26 Camp Zama civilians and were introduced to the basics of mediation. All students participated as both solo and co-mediators in mediation role play exercises.

The following week, while Washington DC was being hit with record snowfall, the same mediation training team traveled to Hickam AFB, a joint base with Pearl Harbor in Honolulu, Hawaii. Twenty Air Force civilians (to include civilians from Los Angeles AFB CA) along with a handful of Marines and union representatives attended the training. Though the course structure was the same, the local point of contact, Duane Keys (PACAF ADR Director), warmly welcomed the trainers with an "Aloha" lei greeting and a macadamia nut farewell—a pleasant reminder of the tropical location.

Graduates from both courses left the highest remarks on the effective teaching techniques employed. All Air Force personal in attendance are qualified to mediate disputes at their bases and begin their path towards full mediator certification.





## The 2010 ADR Worldwide Conference

The 2010 ADR Worldwide included new breakout sessions with one track for new program managers and another track for experienced managers. Other presentations included some familiar favorites –an encore presentation by last year's most popular speaker -- Dr. Rick Rigsby, our functional experts panel Q&A, discussions/training on data reporting, MAJCOM breakouts, and on 15 April 2010, the Honorable Charles Blanchard, Air Force General Counsel, presented the three ADR awards described below:



Left to right: The Honorable Charles Blanchard, Steve Goldman and Lt Col James Stewart

Mr. Blanchard presented the **Small Organization Award**, for organizations with less than 100 workplace disputes during the fiscal year, to the 12<sup>th</sup> Flying Training Wing, Randolph AFB, Texas. The 12 FW ADR Office established strong rapport with base personnel and senior leaders and built a premier ADR program that worked effectively to resolve disputes at the lowest appropriate level. Steve Goldman, Randolph AFB ADR and EO Program Manager, and Lt Col James Stewart, Deputy Commander 902 Mission Support Group, accepted on the award on behalf of the 12<sup>th</sup> Flying Training Wing.

Mr. Blanchard presented the **Large Organization Award**, for organizations with 100 or more workplace disputes during the fiscal year, to the Air Force Labor Law Field Support Center, Arlington, Virginia. The award to the Labor Law Field Support Center recognized that office's outstanding utilization of interest-based ADR principles to successfully negotiate settlements in over 180 labor and employment cases. Dave Chappell, the Chief of the Labor Law Field Support Center and Colonel Kenneth Arnold, the Chief of the General Litigation Division accepted the award on behalf of the Air Force Labor Law Field Support Center.



Left to right: The Honorable Charles Blanchard, Dave Chappell and Col Ken Arnold



Left to right: The Honorable Charles Blanchard, Carla Cannington and Thomas Berard

Mr. Blanchard presented the **ADR Award for Outstanding Individual Achievement** to Carla Cannington, the ADR Program Manager for the Air Force Flight Test Center, Edwards AFB, California. An accomplished Air Force mediator, Carla developed ADR training programs that armed base personnel with the skills needed to resolve disputes at the lowest appropriate level. Through her leadership, Edwards' ADR Program matured and resolved 56 of 62 (over 90%) of their disputes. As a result of her dedication and hard work, Edwards' formal complaints decreased by 23%, while ADR utilization rose by 37%. While accepting the award, Carla was joined by the Executive Director of the Air Force Flight Test Center, Thomas Berard.

## The Negotiation and Appropriate Dispute Resolution Course

The Negotiation and Appropriate Dispute Resolution Course (NADRC) will be conducted 17-21 May, 2010 at the Air Force Judge Advocate General's School (AFJAGS), Maxwell AFB AL. Of the many negotiation and ADR courses that GCD has developed, this is the only course dedicated solely to JAG attorneys. Utilizing a mix of guest speakers, lectures by subject-matter experts, and immersive role-playing exercises, it teaches students how to become more effective advocates in negotiations and in formal alternative dispute resolution proceedings before a third-party neutral. The course exposes students to interest-based negotiation skills, techniques for overcoming impasse, mediation advo-

cacy, confidentiality and ethical principals in ADR proceedings. Exercises will include one-on-one and team negotiations in a variety of subject-matter contexts and a mock mediation exercise before an experienced, professional mediator.

This is the third year that Ken Lechter has been responsible for this course and he has been working with the AFJAGS NADRC Course Director, Major Tammie Sledge. For the third consecutive year, the course will be a joint effort between SAF/GCD and the Army's ADR Program Office. Marc Van Nuys, Director of the Army ADR program, will act as course director for the Army. We anticipate that 40% of the students attending will be representatives of the Army JAG Corps.



SAF/GCD's Ken Lechter and Deputy Director of the Army ADR Program, Linda Myers, at last year's NADRC course.

### KEEP THESE EVENTS ON YOUR RADAR!



**NADRC**  
May 17-21  
AF JAG School, Maxwell AFB AL

**EO Worldwide Conference**  
May 24-28  
DEOMI, Patrick AFB FL

**Basic Mediation Courses**  
June 22-25  
September 27-30  
Maxwell AFB, AL



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One thing that is not in doubt as we move forward is that we will continue our very successful partnerships with senior leaders and dispute resolution professionals both inside and outside the Air Force, and with educational institutions including the AF JAG School, Army JAG School, Air University, Army War College, Defense Acquisition University, American University, The Ohio State University, and Pepperdine University. It is these partnerships that help us to continually innovate and keep the Air Force ADR Program where it belongs—on the cutting edge.